



# Shift Happens: Changes in Mission and Product Development of The Homeland Security Digital Library

Maxine Reneker

Greta E. Marlatt

Laura Stuart

Naval Postgraduate School



# Agenda

- HSDL: What is it?
- Why Get in this Business?
- Shifts
  - Metasearch and Search and Categorization
  - Project to Product
  - User Base
- Content
- Marketing



# HSDL: What is it?

The HSDL is sponsored by the Department of Homeland Security, Office for Domestic Preparedness (ODP).

It is an authoritative gateway to a wide range of resources on the subject of Homeland Security.

- One central repository of record
- Relevant, qualified information
- Categorization of results
- Instruction & research support
- One stop shop





# HSDL: At a Glance



- Find What You Need:
  - Select from over 200 Homeland Security categories to direct your search in our browse function
  - Search through 189,000 stored and linked documents
  - Search simultaneously over multiple databases and journals
- Audience
  - Initial - The Naval Postgraduate School (CHDS) masters program and NPS research.
  - Target - DHS; federal, state, and local government; academic community



# Why Get in this Business?

- Change in the expectation of our parent organization
  - Became content creator as well as provider
  - Aligned ourselves with the research function of the university
- Opportunities to
  - Use skills of staff both in collection development and in building the system
  - Bring visibility to the parent institution and to the Library
  - Build additional skills
- Leverage
  - Library resources and skills
    - Licensed content
    - Staff skills in building content
  - Funds from ODP
    - Allow us to purchase software
    - Add to the skill set available to the Library



# HSDL and Metasearch tools



- HSDL Portal launched with Sirsi's SingleSearch as part of metasearch product in April 2004.
- Began partnership with NLM in [November 2004] to develop a next generation system based on their ToxSeek clustering metasearch engine.
- HSDL instance of NLM's ToxSeek named SeekOnce, short for "Seek Once, Retrieve Many"



# Criteria Used for Evaluation

- Returned Results
  - Number
  - Relevance
- Search Speed
- User Feedback
- Product Support
- Cost
  - Staff time (Time is Money)
  - Annual and Initial Costs



# SeekOnce Key Functionality




- One click to original results source
- Clustering of results by concept
- No limit on number of targets to search
- Displays list of sources and number of hits
- Multiple ways of viewing results
  - Ranked by relevance, de-duped
  - Alphabetical, de-duped
  - By source, with duplicates





# SeekOnce Multidatabase Search

**Homeland Security Digital Library**  
NAVAL POSTGRADUATE SCHOOL

SeekOnce Multi-Database Search

Select databases and enter your query below

HelpLogout

BooksEconomics & FinanceEmgcy Prep & HealthFederal InformationGeneral/Internet SearchHomeland SecurityJournal Articles  
Military & DefensePsychology & Social ScienceScience & TechnologyTechnical ReportsView all

cybersecurity "Critical infrastructure protection"SearchClearHide Sources

**Books**  
select all | deselect all  
☐ Amazon  
☐ Barnes&Noble  
☐ Books in Print  
☐ GPO Access  
☐ NPS Library Catalog

**Economics & Finance**  
select all | deselect all  
☐ HSDL Documents  
☐ UNECE  
☐ World Bank, Data & Stats.

**Federal Information**  
select all | deselect all  
☒ GAO Full Text  
☐ GPO Access  
☒ HSDL Documents  
☒ Nat Criminal Justice Reference Abstracts

**General/Internet Search**  
select all | deselect all  
☐ AllTheWeb  
☐ FindArticles  
☐ GigaBlast  
☐ Google

**Journal Articles**  
select all | deselect all  
☐ FindArticles  
☐ Infobase  
☐ MagPortal

**Military & Defense**  
select all | deselect all  
☐ CDI: Center for Defense Information  
☐ Fed of American Scientists  
☐ HSDL Documents  
☐ Natl Ctr for Pol Analysis  
☐ SDDP

**Science & Technology**  
select all | deselect all  
☐ DOE - Energy Citations  
☐ EEVL  
☐ EPA  
☐ HSDL Documents  
☐ Infobase  
☐ NASA Astrophysics Data System  
☐ SPIEWorks

**Technical Reports**  
select all | deselect all  
☐ DOE -



# SeekOnce Results Page

SeekOnce  
Multi-Database Search

Logout

Books Economics & Finance Emgcy Prep & Health Federal Information General/Internet Search Homeland Security Journal

Military & Defense Psychology & Social Science Science & Technology Technical Reports All

cybersecurity "Critical infrastructure protection"

Search

Search within

?

Clear

Show Sources

Show hits ?

45 Best Results for: cybersecurity "Critical infrastructure protection"...

?

in Relevance Order

1 2 3 Next >

## Result Clusters

All Results (45)

☐ Cybersecurity for Critical Infrastructure Protection, cybersecurity-critical infrastructure protection...(34)

☐ Cybersecurity for Critical Infrastructure Protection (9)

☐ Subcommittee on Cybersecurity (7)

▼ More

☐ information sharing with

[Report to the President's Commission on Critical Infrastructure Protection](#) [Preview]

This report was written for the President's Commission on **Critical Infrastructure Protection**. Based on the experience of the CERTSM Coordination Center, we identify threats to and vulnerabilities of t... Source: HSDL Documents 1st  
[knxas1.hsdl.nps.navy.mil/homesecc/docs/dtic/ADA324232.pdf](#)

>>

[Research and Development Recommendations for Protecting and Assuring Critical National Infrastructures: Report of the President's Commission on Critical Infrastructure Protection](#) [Preview]

"This report summarizes research and development (R&D) recommendations for the President's Commission on **Critical Infrastructure Protection** (PCCIP). These recommendations address the eight critical in... Source: HSDL Documents 2nd  
[knxas1.hsdl.nps.navy.mil/homesecc/docs/dtic/ADA391667.pdf](#)

[Microsoft Word - CIP ReportMaster.final.doc](#) [Preview]

Science and Technology Policy Institute Concepts for Enhancing **Critical Infrastructure Protection** Relating Y2K to CIP Research and Development David Mussington Prepared for ... Source: RAND 1st  
[www.rand.org/publications/MR/MR1259/MR1259.pdf](#)

[GAO-04-321 Highlights, TECHNOLOGY ASSESSMENT: Cybersecurity for Critical Infrastructure ...](#) [Preview]

... requesters May 2004 TECHNOLOGY ASSESSMENT **Cybersecurity for Critical Infrastructure Protection** Many cybersecurity technologies that can ... Source: GAO Full Text 1st  
[www.gao.gov/highlights/d04321high.pdf](#)

[Report to the President's Commission on Critical Infrastructure Protection](#) [Preview]



# Search and Categorization

- Needed to improve search function
- Wanted to return results using our taxonomy to improve the findability of relevant material
- In summer of 2004, began to evaluate search and categorization software
- Selected the FAST search engine and Teragram software for categorization



# Project to Product



- Re-conceptualize strategy from project development to product delivery
- Hire consultant to examine organization structure and costs
- Work to define pricing strategy



# Zolin-Mirano report

- Public Good versus User Pays Model
- Assess scalability
- Assess competitors
- Use value model to demonstrate foregone costs



# Changes in User Base



- As change user base needed to
  - Disconnect links to licensed content
  - Create DHS Access to enable user login to different set of content
  - Change emphasis in marketing briefs
  - Bring on board consultants for marketing and use studies
  - Establish Memoranda of Cooperation



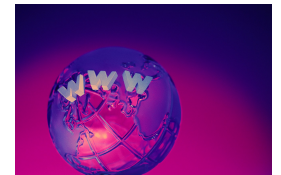
# Content





# Types of Content

- Library catalogs
- Local content
- Public repositories
- Commercial data sources
- Agency data sources
- Dynamic content
- Newsfeeds



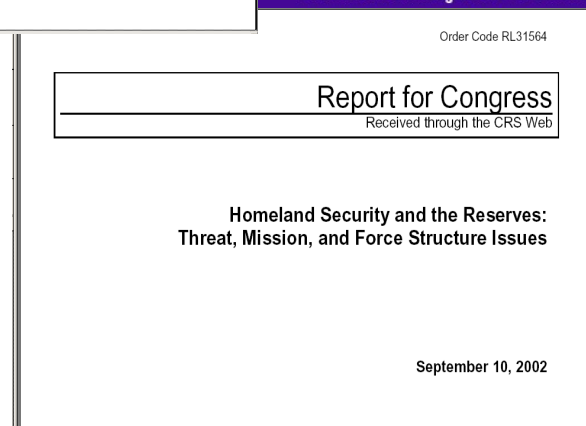
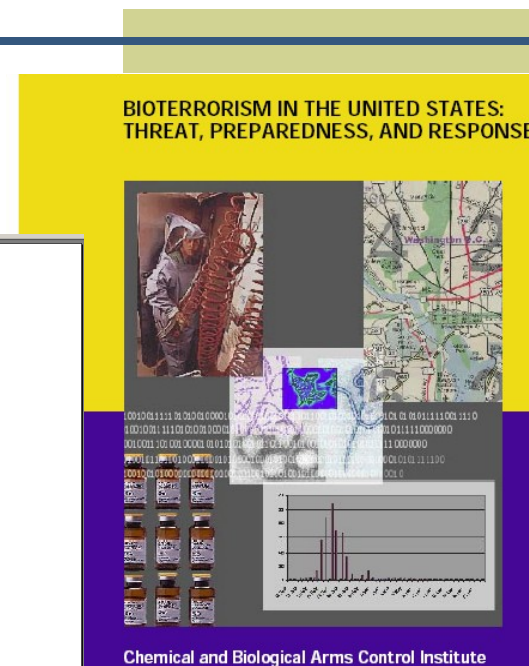
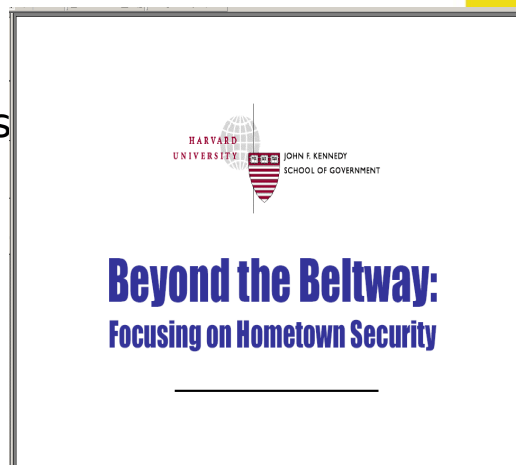
 ProQuest®





# Content Coverage

- Government documents [federal, state and local]
- Policies and procedures
- Research studies
- Theses and technical reports
- Think Tanks
- Case studies
- White papers
- Grey literature
- Public repository materials
- Legislative materials
- Agency data sources
- State and local plans
- Journal articles
- Internet sites
- Commercial database information
- News
- Bibliographies
- Multimedia materials



# Content Format

- Format [preference toward standard formats]
  - Text [pdf, txt, rft, word, web hypertext]
  - Multimedia [ppt, audio, video]
  - Images [jpg, gif, tiff, bmp]
  - Data files [excel, MS access]





# Unique Content

- Early Bird archives [June 2002 – present]
- Focused spiders



*Journal Of Homeland Security*  
Established October 2000

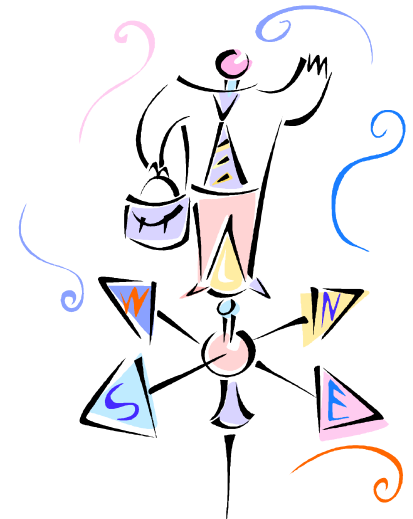
Your #1 Source for Homeland News & Information

**Homeland Defense**  
JOURNAL ONLINE



# Content Shift?

- Expansion vs. shift
- Change in stakeholder requirements
- New users
  - Broader scope
  - Different needs
- New research areas
- Changing academic interests





# Competition?

- Lessons Learned Information Sharing – [www.llis.gov](http://www.llis.gov)
- MIPT [Memorial Institute for the Prevention of Terrorism – [www.mipt.org](http://www.mipt.org)
- MIPT Terrorism Knowledge Base – [www.tkb.org](http://www.tkb.org)
- Responder Knowledge Base – [www.rkb.mipt.org](http://www.rkb.mipt.org)
- International Policy Institute for Counter-Terrorism Terror Attack Database -- [www.ict.org.il/inter\\_ter/intnl\\_attacksearch\\_frame.htm](http://www.ict.org.il/inter_ter/intnl_attacksearch_frame.htm)
- Monterey WMD Terrorism Database – [cns.miis.edu/wmdt/](http://cns.miis.edu/wmdt/)



# Marketing



## Marketing and Stakeholder Management





# Marketing: Why do we need it?

- We had a great product that was used by a small number of students
- We had a Stakeholder who felt that they were spending a lot of money on a product that served few
- We had a need to re-shape our Stakeholders' view of HSDL







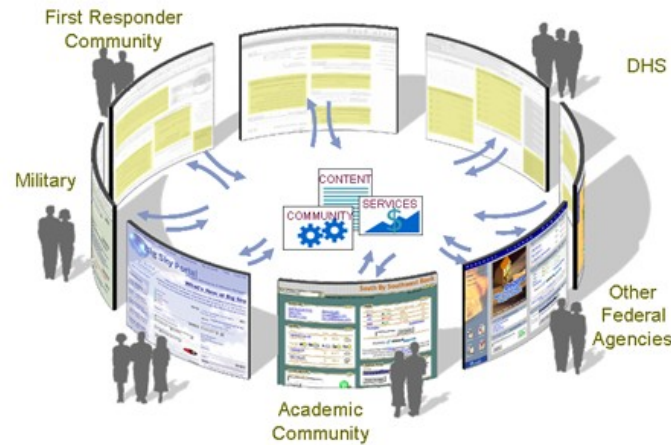
# HSDL: Marketing

- Request for guidance from stakeholder revealed the a key difference in their target market(s) vs. our perceived target market(s):
  - I. Target - DHS; federal, state, and local government; academic community
  - II. Initial - The Naval Postgraduate School (CHDS) masters program and NPS research.





# HSDL: Realignment



- Thus began our journey in re-aligning our mission with the mission of the Stakeholder and the guidance that the Stakeholder had provided.
  - The extent of such a realignment should not be trivialized.



# HSDL - Shift happens

- Dual tracks:
  - Homeland Security
    - DHS
    - State and Local Government
  - Homeland Defense
    - Department of Navy  
NPS
    - Department of the Army



# Homeland Security Digital Library

- These dual tracks have quite different cultures
  - Homeland Security
    - Corporate Culture
      - Open and Sharing
  - Homeland Defense
    - Military Culture
      - Less accessibility



# HSDL – Shift happens

- Additional process of identifying and penetrating target markets
  - Use of organizational structure within target organization
  - Leverage of Human Capital and Relationships built



# HSDL – Shift happens

- Keep an eye on the Stakeholder(s)
  - ❑ Keep them informed
  - ❑ Ask for help when needed
  - ❑ Manage their expectations
  - ❑ Shift when they shift



# HSDL – Shift happens

- Relationship building
  - There is NO substitution for the relationship building that MUST take place in order to ensure success with both the Stakeholders and the customer(s).
  - You can not outsource this work



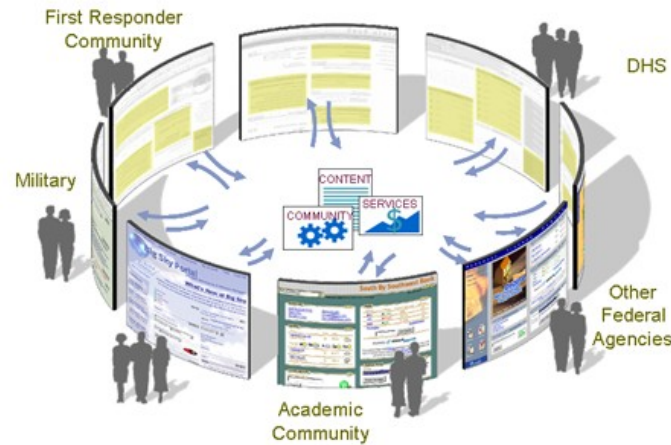
# HSDL – Shift happens

## ■ Things to remember:

- Communicate, communicate, communicate
- Don't allow your Stakeholders or your customers to be surprised
- Invest in the personal connection(s)
- Budget for this work
- Listen to your customer(s) – and respond to their needs



# HSDL: Next Steps



- Our mission is to expand access to all policy planners, strategists, scholars, operational managers and first responders who are working to secure our homeland.
- To gain access send an email to: [hsdl@nps.edu](mailto:hsdl@nps.edu)





# Questions?

---

- Maxine Reneker [mreneker@nps.edu](mailto:mreneker@nps.edu)
- Greta Marlatt [gmarlatt@nps.edu](mailto:gmarlatt@nps.edu)
- Laura Stuart [lestuart@nps.edu](mailto:lestuart@nps.edu)